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We claim:

1. A computer system for fault-tolerant distributed collaborative computing, the system comprising:

a plurality of server computers connected to a plurality of client computers via a global-area computer network;

a high-speed direct connection link
connecting the plurality of server computers; and
a computer program executable by the server
computers, wherein the computer program comprises
computer instructions for:

conducting an on-line conference among an arbitrary number of the client computers connected to an arbitrary number of the server computers via the global-area network and the high-speed direct connection link;

detecting a failure of one of the server computers handling the on-line conference;

disconnecting the failed server computer from the on-line conference;

connecting another of the server computers to the conference; and resuming the on-line conference.

- 2. The computer system of claim 1, wherein the computer program further comprises computer instructions for:
- among processes executed by the server computers to conduct the on-line conference;

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detecting a failure of one of the process; spawning a new process on the server computers; and

loading the replicated state information on the new process.

- 3. The computer system of claim 2, wherein the processes whose state is replicated maintain information about the on-line conference.
- The computer system of claim 2, wherein the processes whose state is replicated handle communications between one of the client computers and one of the server computers.
- The computer system of claim 2, wherein the 5. processes whose state is replicated control access to a document shared among participants of the on-line conference.
- The computer system of claim 2, wherein the processes whose state is replicated control execution of an application shared among participants of the online conference.
- 7. A method of operating a distributed collaborative computing system comprising a plurality of server computers, the method comprising:
- conducting an on-line conference among an arbitrary number of the client computers connected 30 to an arbitrary number of the server computers via



the global-area network and the high-speed direct connection link;

detecting a failure of one of the server computers handling the on-line conference;

disconnecting the failed server computer from the on-line conference;

connecting another of the server computers to the conference; and

resuming the on-line conference.

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8. The method of claim 7, further comprising: periodically replicating state information among processes executed by the server computers to conduct the on-line conference;

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detecting a failure of one of the process; spawning a new process on the server computers; and

loading the replicated state information on the new process.

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- 9. The method of claim 8, wherein the processes whose state is replicated maintain information about the on-line conference.
- 25 10. The method of claim 8, wherein the processes whose state is replicated handle communications between one of the client computers and one of the server computers.
- 30 11. The method of claim 8, wherein the processes whose state is replicated control access to a document shared among participants of the on-line conference.

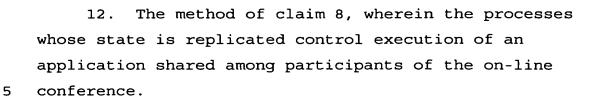
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13. A computer-readable storage medium storing a computer program executable by a plurality of server computers, the computer program comprising computer instructions for:

conducting an on-line conference among an arbitrary number of the client computers connected to an arbitrary number of the server computers via the global-area network and the high-speed direct connection link;

detecting a failure of one of the server computers handling the on-line conference;

disconnecting the failed server computer from the on-line conference;

connecting another of the server computers to the conference; and

14. The computer-readable storage medium of claim25 13, wherein the computer program further comprises computer instructions for:

resuming the on-line conference.

periodically replicating state information among processes executed by the server computers to conduct the on-line conference;

detecting a failure of one of the process; spawning a new process on the server computers; and



loading the replicated state information on the new process.

- 15. The computer-readable storage medium of claim14, wherein the processes whose state is replicatedmaintain information about the on-line conference.
- 16. The computer-readable storage medium of claim 14, wherein the processes whose state is
 10 replicated handle communications between one of the client computers and one of the server computers.
- 17. The computer-readable storage medium of claim 14, wherein the processes whose state is15 replicated control access to a document shared among participants of the on-line conference.
- 18. The computer-readable storage medium of claim 14, wherein the processes whose state is
 20 replicated control execution of an application shared among participants of the on-line conference.